



vision

PATHWAYS TO PROSPERITY

LAWRENCE J. MORRISSEY

MAYOR







These success are great, but we have more work to do...

— REAL. ORIGINAL. —

MISERY



loves



COMPANY

— VISIT ROCKFORD, ILLINOIS —

A photograph of a crowd of people from behind, looking up at a blue sky filled with white clouds. A small jet is flying in the upper right. The text 'MISERY never FLEW this HIGH' is overlaid in the center, with decorative horizontal lines and arrowheads.

MISERY

never

FLEW

this

HIGH



*"Complex
[community]
challenges exceed
the capabilities of
any single sector—
public, private, or
non-profit—to solve
them alone."*

James E. Austin



Education is the key to getting a good job. Good jobs are the key to prosperity. A prosperous workforce leads to an affluent community.

Rockford Register Star, Editorial, Tuesday, March 5, 2013



Budget Management

- “Moody’s also cites the city’s track record of maintaining adequate operating reserves and willingness to make difficult budget decisions as reasons for maintaining the current bond rating.”

Finance Director Chris Black
Memo to Council: July 27, 2012

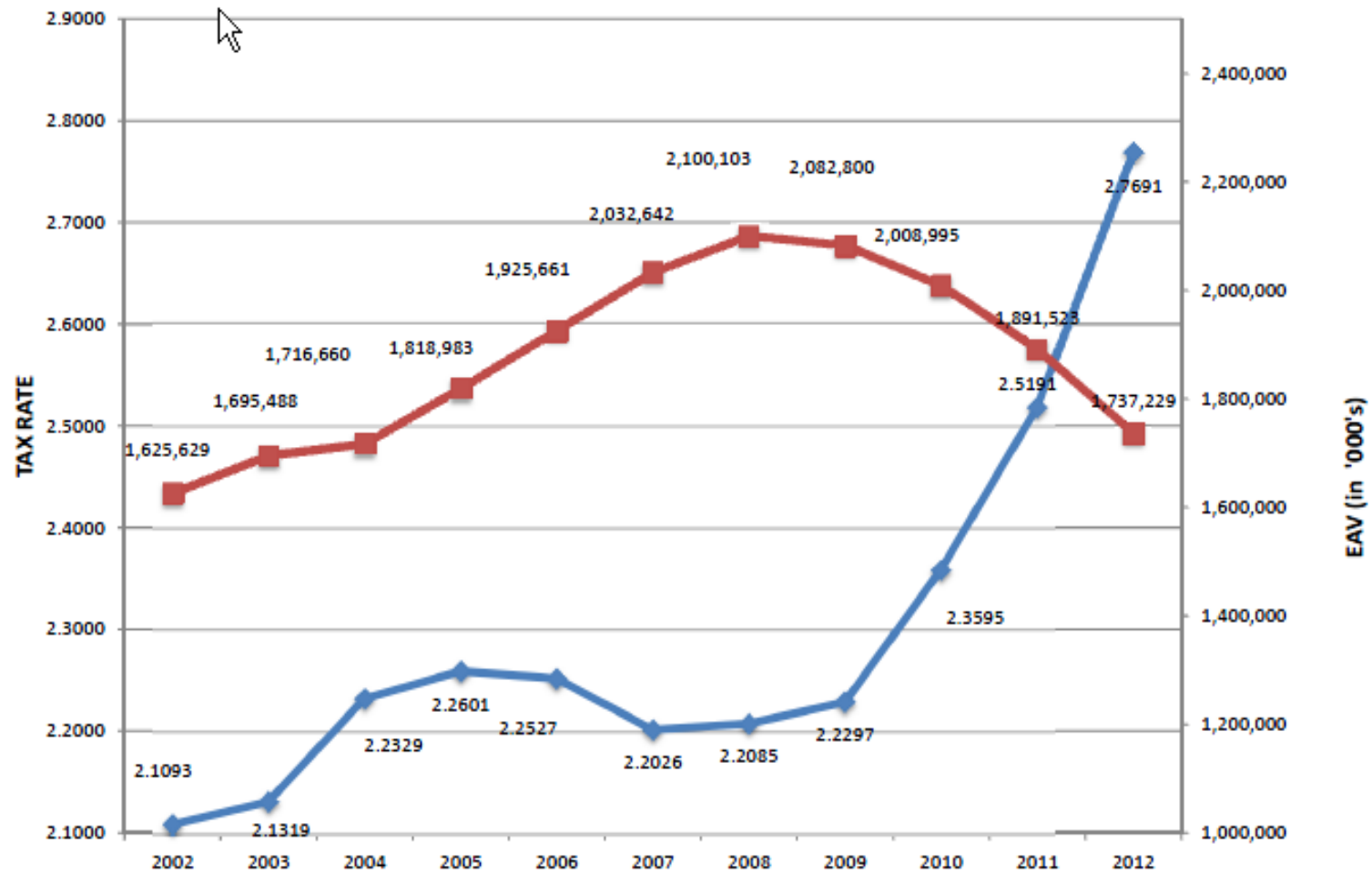


Budget Management

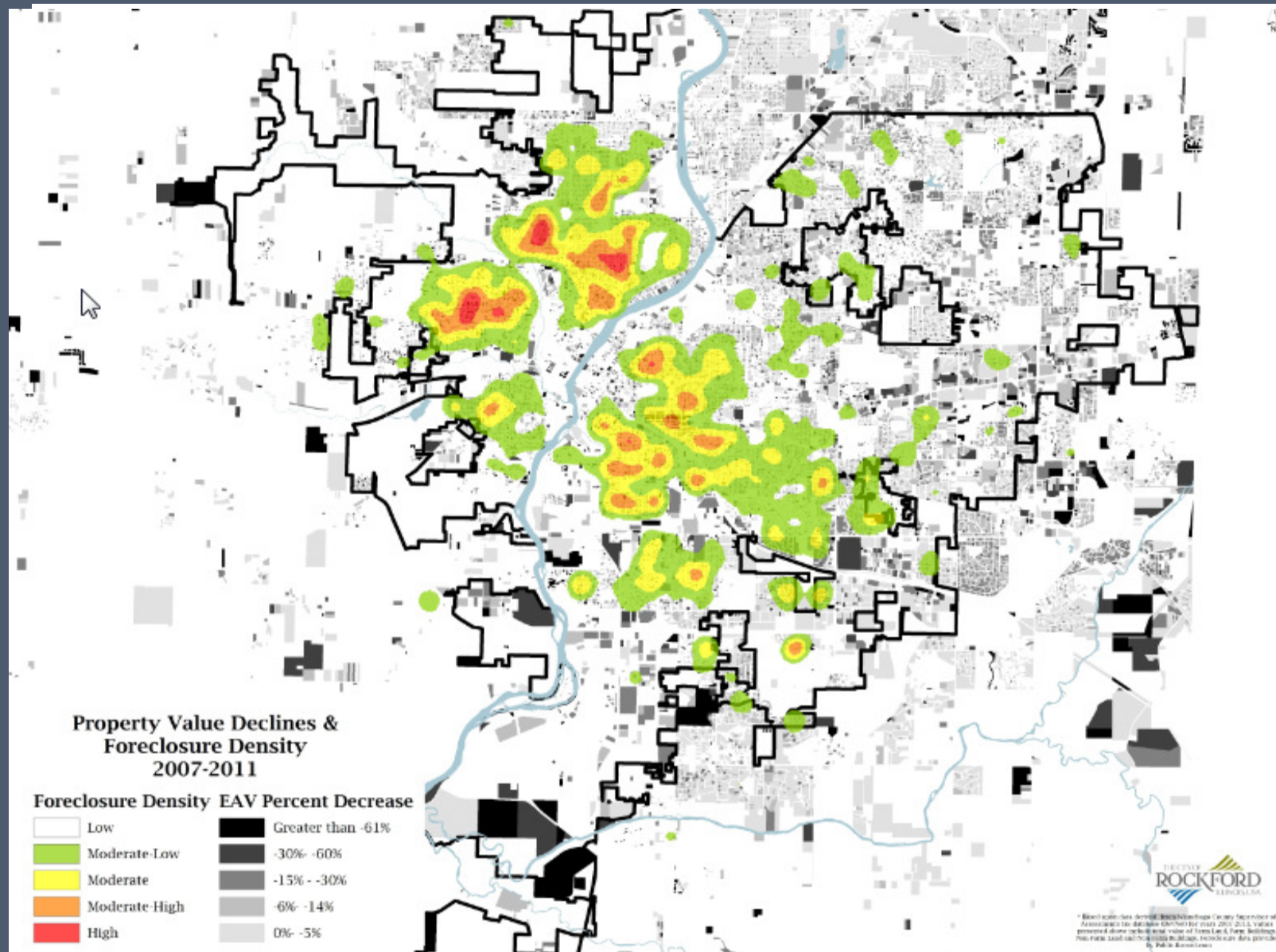
- Sanitation Fee covers the cost of garbage pickup, street sweeping & tree trimming
- Construction Services & Water Department run solely on fees charged for services
- Health Insurance fund is in the black
- Redevelopment Fund debt cut by millions
- Rebuilding Rockford capital funds are legally dedicated to critical capital expenses



City of Rockford EAV and Tax Rate 2002 - 2012



EAV & Tax Rate Comparative



EAV Decrease & Foreclosure Density Map



Budget Management

	2007	2013	PERCENT
	<u>BUDGET</u>	<u>BUDGET</u>	<u>CHANGE</u>
MAYOR	973,400	629,727	-35%
LEGAL	1,977,360	1,592,576	-19%
FINANCE	7,902,897	6,985,809	-12%
POLICE	42,588,529	45,833,351	8%
FIRE	34,105,631	40,809,279	20%
PUBLIC WORKS	16,198,221	13,418,710	-17%
COMMUNITY DEVELOPMENT	4,062,959	3,840,390	-5%
HUMAN RESOURCES	798,701	709,347	-11%



Public Works
has reduced
staffing by 60
people since
2007



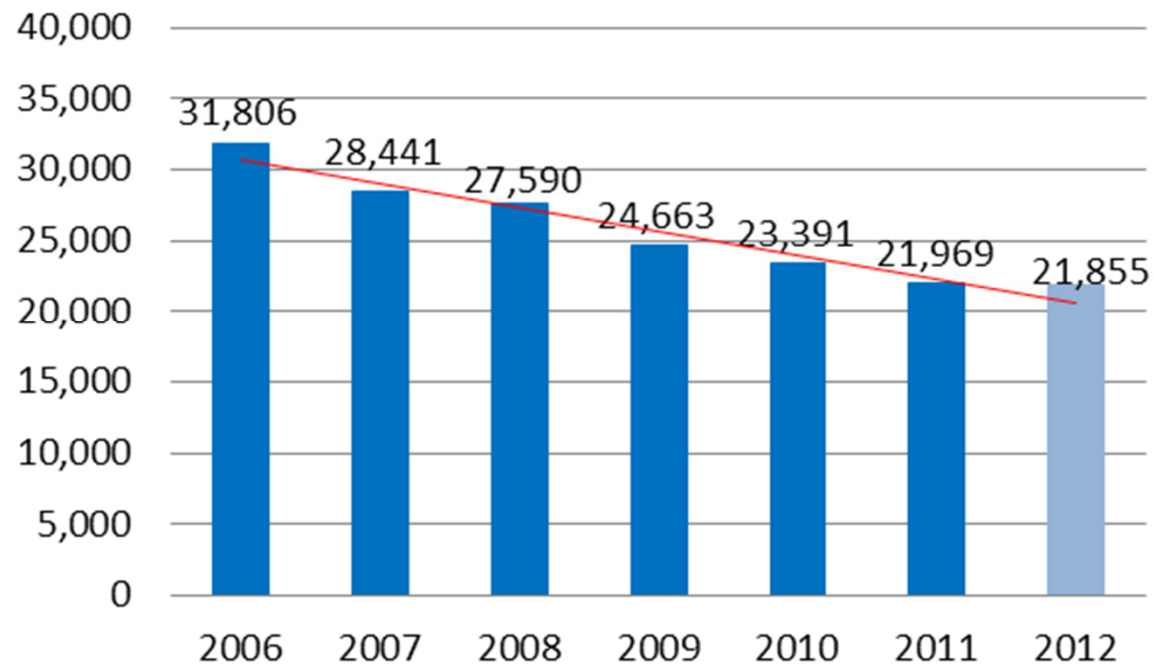
Budget Management

- Budget Expense Elevators
 - Mandatory 3% annual pension increases for public safety employee pensioners
 - Binding arbitration decisions that have driven pay compression issues
 - Minimum staffing requirements in our fire contract that force the city to staff at a level beyond our capacity



Public Safety Operations

**NIBRS - Group A Offenses
2006 - 2012 YTD**





Public Safety Operations

■ Street Lights Facts

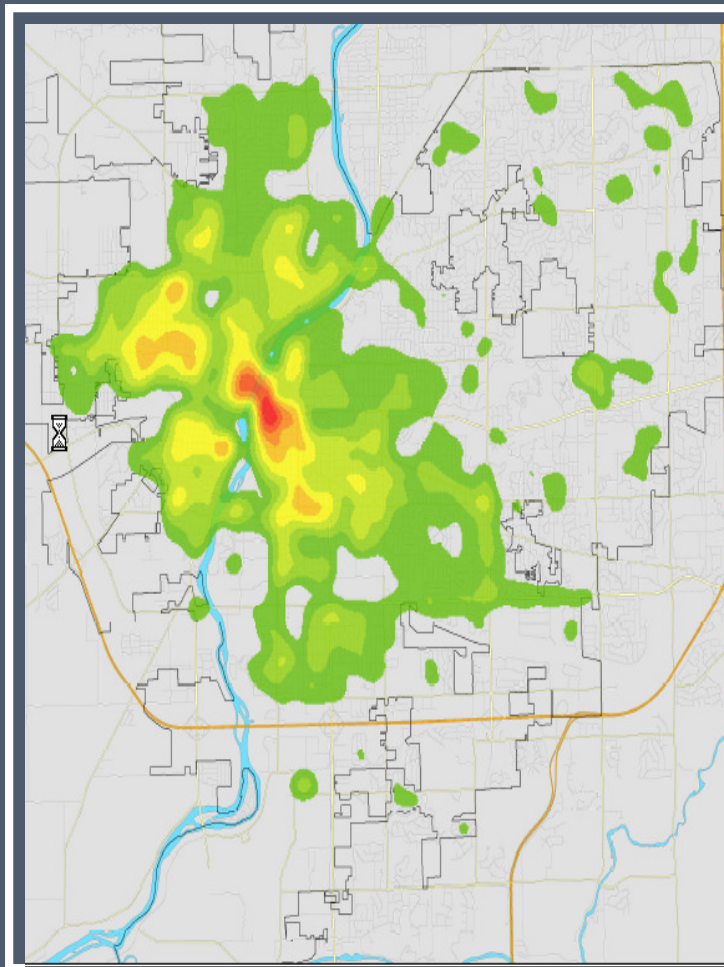
- Council voted in December of 2010 to reduce street lights to cut costs and save police officers.
- We had approximately 14,000 lights in 2010
- In 2011 we took down approximately 2,300 street lights
- We have saved \$800,000 a year
- There is no evidence to suggest that putting lights back will reduce crime
- We recently passed a comprehensive 2013 Residential & Collector Street Light Policy



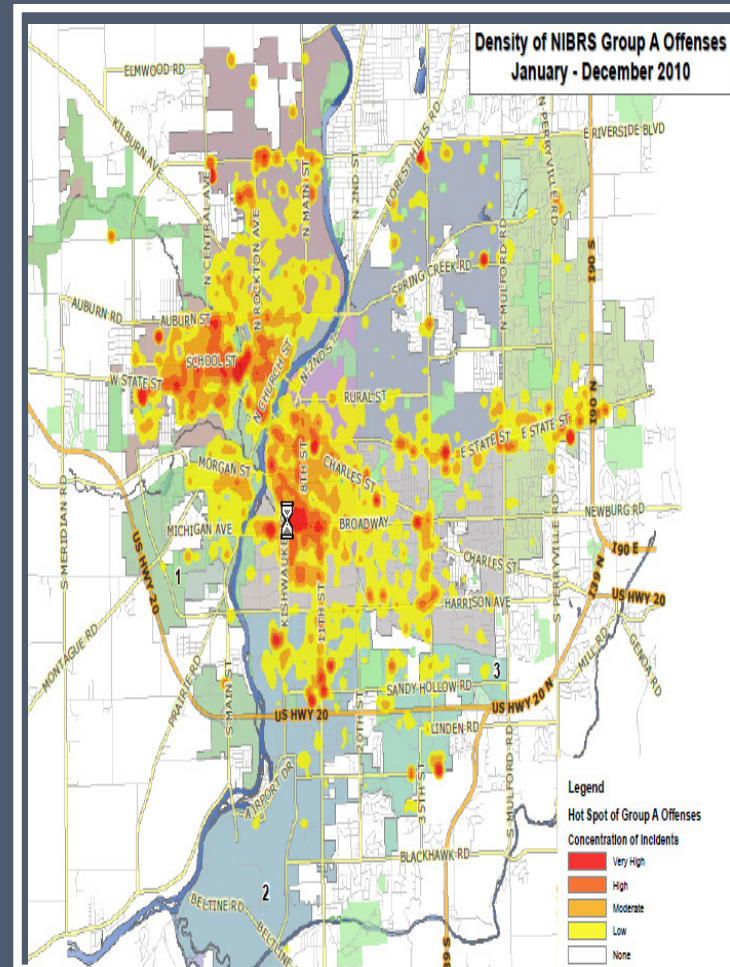
Public Safety Operations

■ Street Light Facts

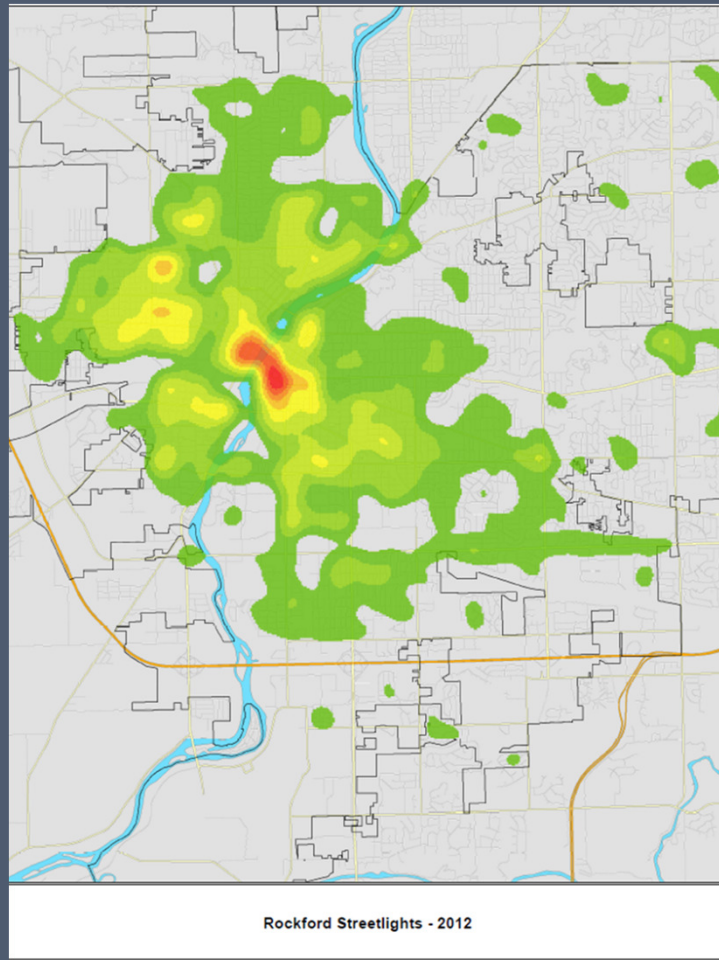
- We know that more burglaries occur during the day than during the night
- In 2012, we had a rise of 56% in daytime burglaries
- Between 2006 – 2010, 53% of burglaries occurred during the day
- Overall, the city burglary rate has fallen by 26% between 2006 - 2012



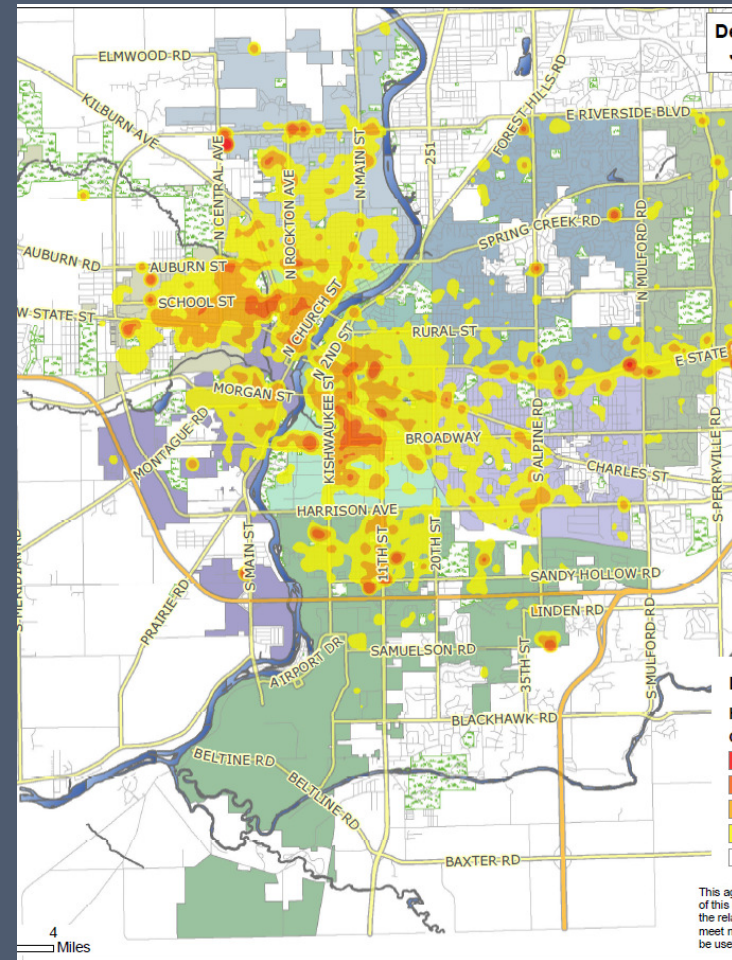
2010 Light Distribution



2010 Type A Crime Distribution



2012 Light Distribution



2012 Type A Crime Distribution



Public Safety Operations

*Our job in leadership is to
make the best judgment calls
utilizing our limited resources*



“The city isn’t looking for someone to blame for its challenges with shootings, robberies and burglaries, It’s looking for partners to join it at the table with the county and ask tough questions of the local criminal justice system from the beat cop to the trial judge.”

RRStar; C Curry, Oct. 13, 2011



Public Safety Operations

Chuck Sweeney: Badges, badges, more badges at safety summit

RRSTAR.COM

Senior Editor Chuck Sweeney covers politics and government.

By Chuck Sweeney

Posted Jan 16, 2013 @ 06:54 PM

Last update Jan 17, 2013 @ 12:34 AM

In these days of ever-tightening budgets, more than 90 law enforcement and political leaders from all over Winnebago County area gathered Wednesday at Chicago Rockford International Airport to hear experts give examples of cooperative strategies to fight crime.



Public Safety Operations

- Gang Activity has been a leading cause of violent gun crimes in Rockford
- Commencing the summer of 2012, RPD began a Felony Gun Case Review with the Winnebago County SA's Office & the US AG Office
- In 2012, the US AG Office prosecuted 10 gun offenders
- In 2013, the US AG has prosecuted 4 gun offenders to date

Community & Neighborhood Leadership

HOME

NEIGHBORHOODS

MAPS

RESOURCES

CALENDAR

GAR



Neighborhood Network

You Don't Have to Move to Live in a Better Neighborhood



The mission of Neighborhood Network

is to be "a learning and sharing network empowering people to strengthen

Home

Community Gardens.

Spring is really coming soon, really! Think of warm sun, singing birds, and fresh vegetables. And h
gardens.

[\[Read more\]](#)

Do you have questions about the Police Department?.

Crimemapping, OffenderWatch, and more at <http://www.rockfordil.gov/police.aspx>

Northwest Neighborhood Meeting





Community & Neighborhood Leadership

- Landlord-Tenant Ordinance
 - Establishes clear requirements for a landlord to register their property & identify a responsible maintenance person on a 24 hour basis
 - A landlord & tenant can also be found liable for a chronic nuisance when multiple crimes occur on the property





Please attend the City of Rockford sponsored public meetings from *March 12th to March 14th* to discuss the challenges we face in meeting fair housing standards.



Community & Neighborhood Leadership

- The Human Rights Commission will provide a forum and voice for addressing community concerns regarding equity and respect for all our citizens, including fair housing challenges

A large, stylized police badge is positioned behind the title text. The badge is a five-pointed star with a circular center. The points of the star are labeled with the cardinal directions: 'N' at the top, 'E' at the right, 'S' at the bottom, and 'W' at the left. The central circle contains the text 'ROCKFORD POLICE DEPARTMENT' and '186. 26TH ILL.'.

ROCKFORD POLICE DEPARTMENT

Geographic Policing Initiative

- Community Partnerships
- Organizational Transformation
- Problem-Solving Initiatives



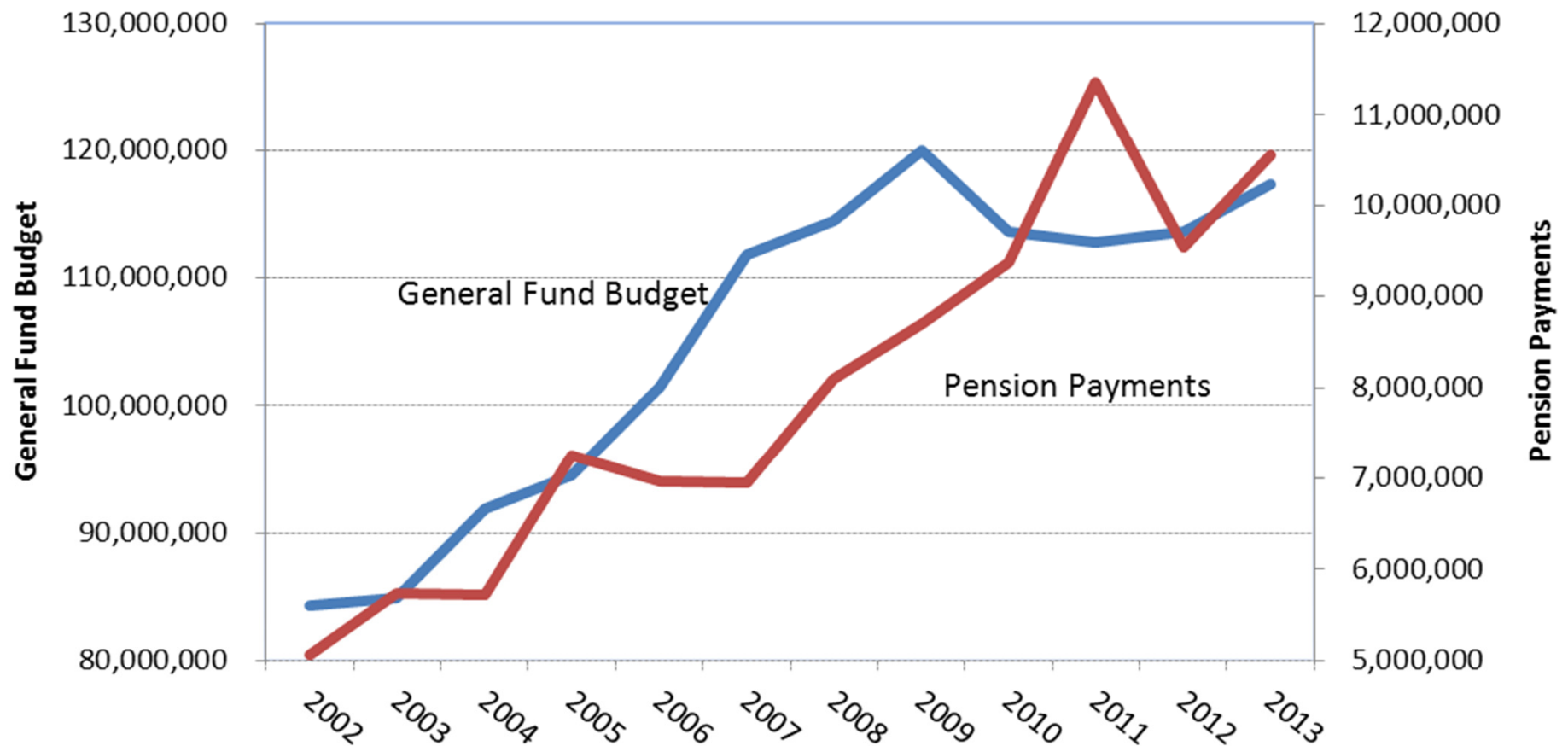
Geo Policing

- Most cost efficient
- Old PSB is not an option. Our costs would skyrocket to over \$1.5 million per year
- We can't afford to wait



Pension & Collective Bargaining Reform

**General Fund Budget and Pension Payments
2002-2013**





Pension & Collective Bargaining Reform

- End unfunded pension mandates made at the State level
- Represent average citizen taxpayers first and not special interest public employee labor interests
- Allow communities to manage public safety issues locally
- Eliminate the burden to tax payers caused by pension & management flaws in public safety



Pension & Collective Bargaining Reform

Arbitration hearings should be open to the public



Excellence Everywhere

If we want to decrease our property tax rate, we need to increase our property values in the City, especially in the areas of the City that have seen the largest decline.



State Street Retail Corridor

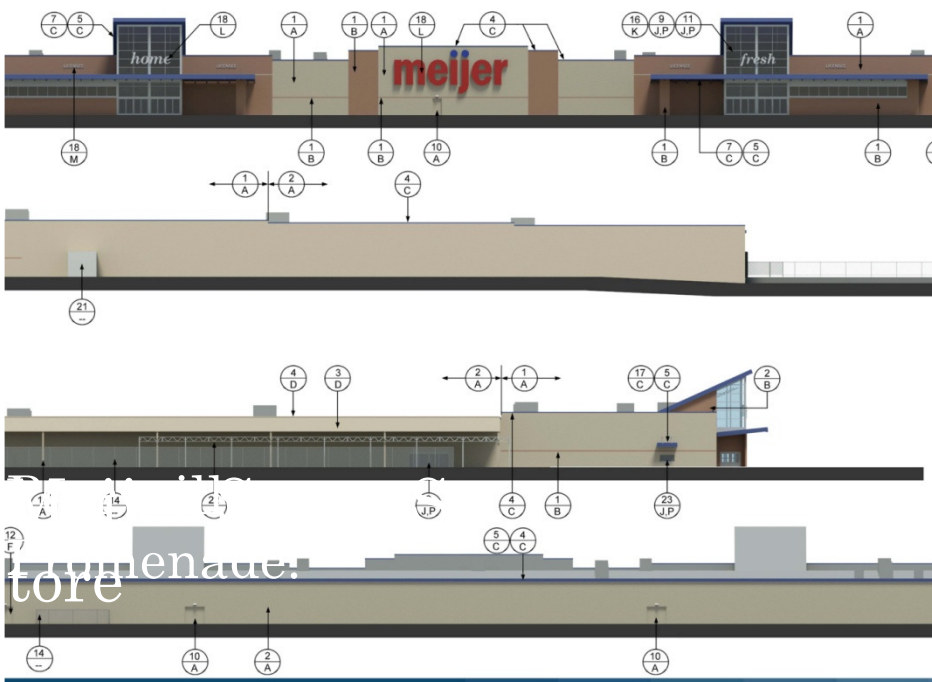


Excellence Everywhere



Swedish American Regional Cancer Center

vision



3

Perryville Promenade



PERRYVILLE PROMENADE - ROCKFORD, IL

Group 0011 Spring Creek Road, Rockford, IL 61114

815.229.3000

www.drmackland.com



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EXCELLENCE EVERYWHERE



miraclemile
ROCKFORD ILLINOIS



Alpine Hills Adventure Park

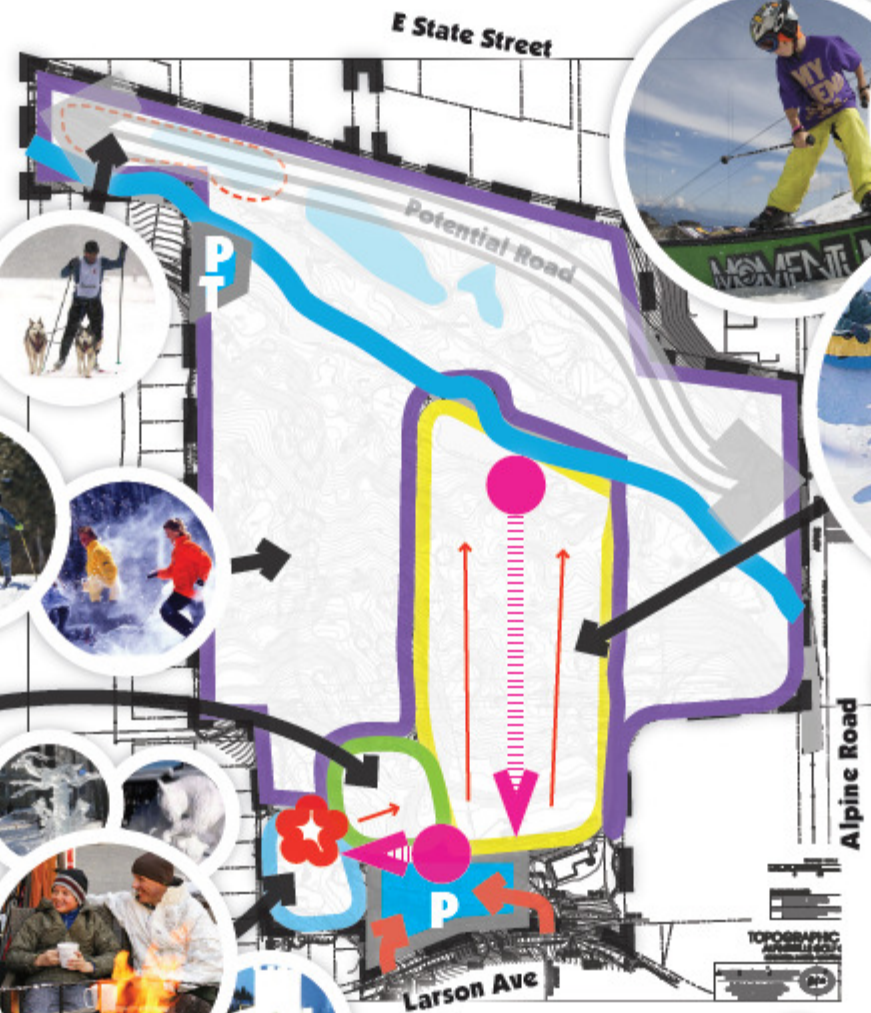
THE SOCIAL SCENE - LODGE, WARMING HOUSE, FIRE PITS, WINTER WONDERLAND (SCULPTURES, SNOW VILLAGE, ETC), CONCESSIONS, REST ROOMS.

TRAINING AND PRACTICE - SNOWBOARD AND SKI TRAINING AND PRACTICE.

CORE ACTIVITIES - ADAPTIVE SPORTS SKIING, TERRAIN PARK FOR SKIS AND SNOW BOARDS, TUBING, TOBOGGANING.

POTENTIAL ACTIVITIES - SNOW SHOEING, X-COUNTRY SKIING, DOG PARK, SKIJORING.

Winter Activities Concept



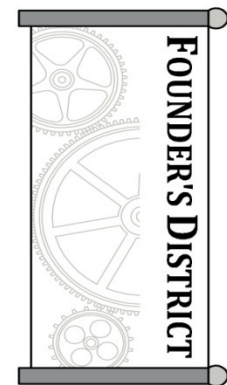
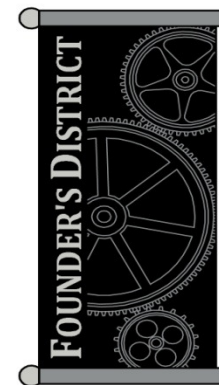
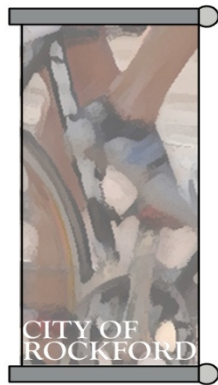
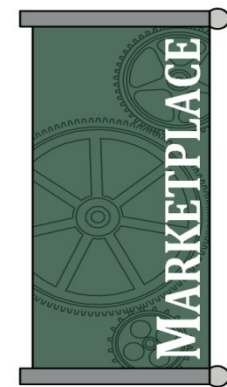
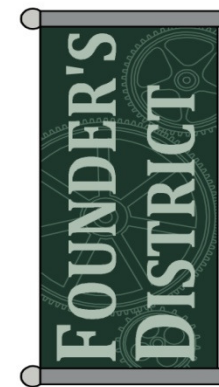
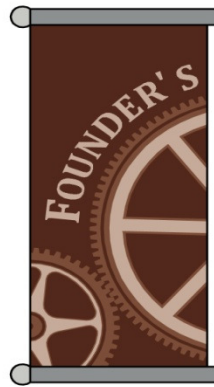
LEGEND	P	PARKING		TOW/LIFT
	T	TRAIL HEAD		BUILDING/STRUCTURE



LANDSCAPE ARCHITECTURE & PLANNING, INC.
Landscape Architecture • Site Design • Land Planning
1000 Lakeshore Dr., Suite 100, Rockford, IL 61101 • 815-398-1100 • info@lapinc.com



Roads, Rail, Runways & Riverfront



South Main Revitalization Strategy Rockford, Illinois

District Banner Concepts

LAKOTA
THE LAKOTA GROUP INC.

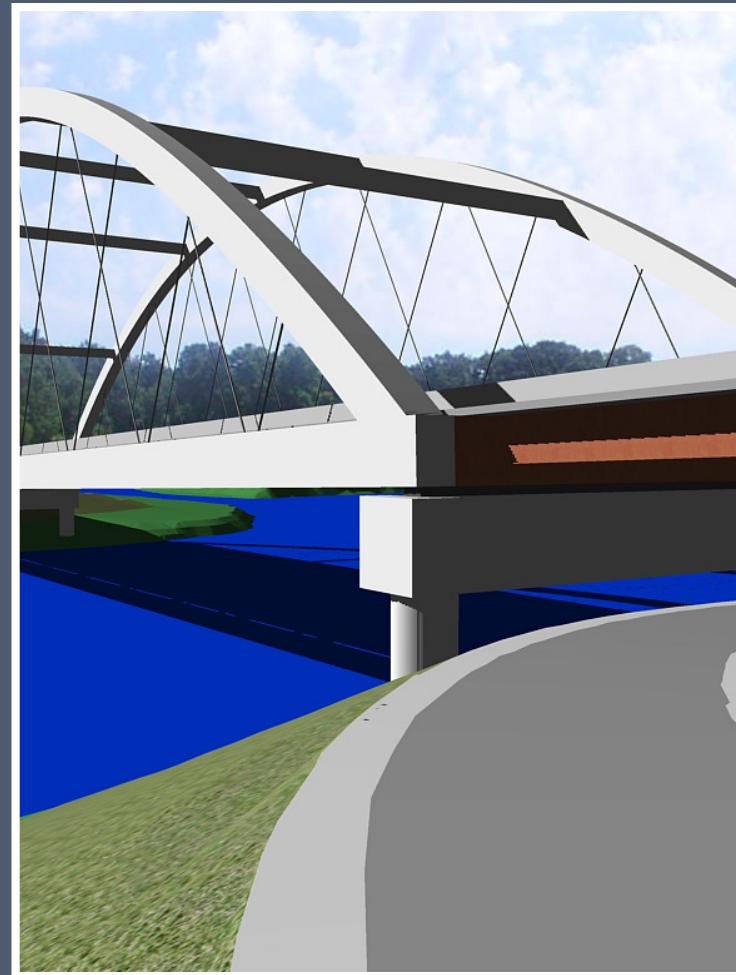


TYLIN INTERNATIONAL





South Main



Morgan Street Bridge



South Main
Passenger Rail
Station



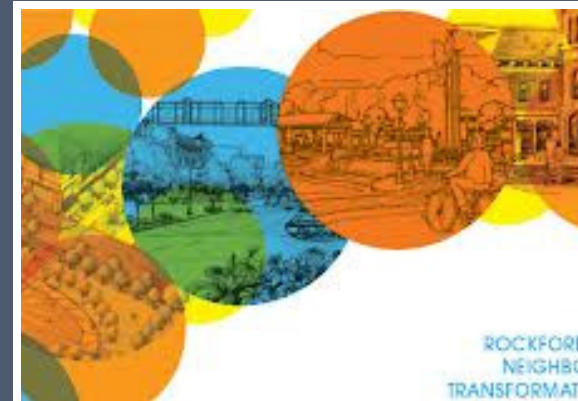
RAEDC Regional Diversification Plan

Strategy 3B.2: Continue to build broad-based regional support for passenger rail connections between Chicago and the Rockford region.

vision



West State Street





OPTION C
Concept Development - Single Tenant Retail Concept

N. Main St. and Auburn Intersection Improvement Study
City of Rockford, IL



10/20/2004

North Main Roundabout



Proposed Retail Development for North Main & Auburn



College Avenue & Seminary Roundabout



- Museum Center Riverwalk

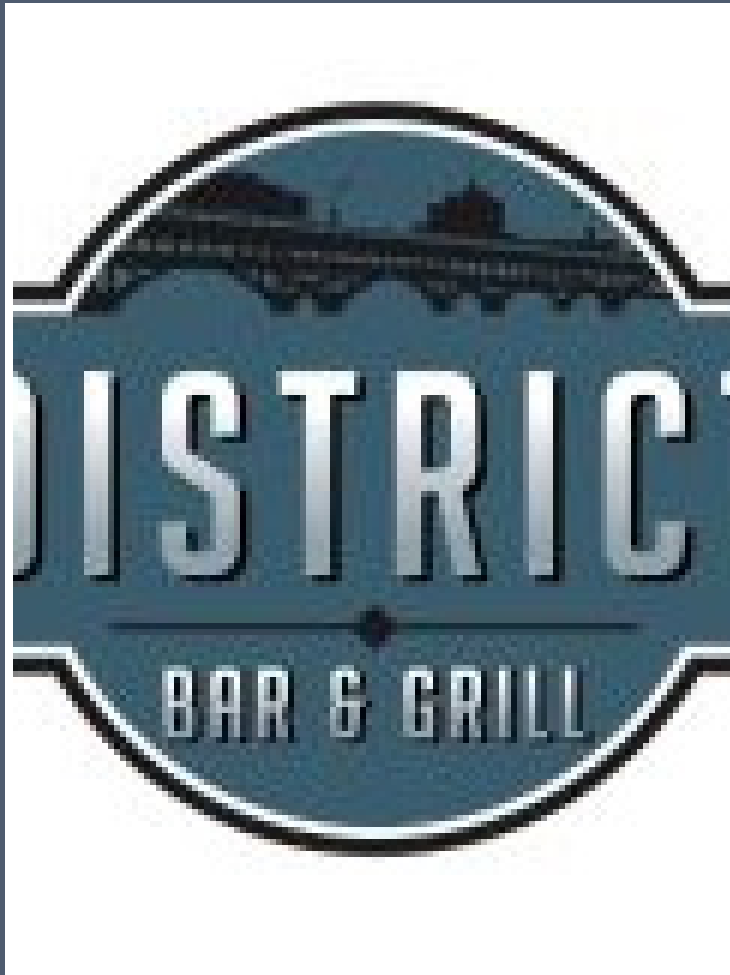


RAEDC Regional Diversification Plan

Strategy 2B.1: Leverage public investments along the Rock River to generate private sector-driven urban revitalization centered on the region's most valuable natural asset.



Prairie Street Brewery Building

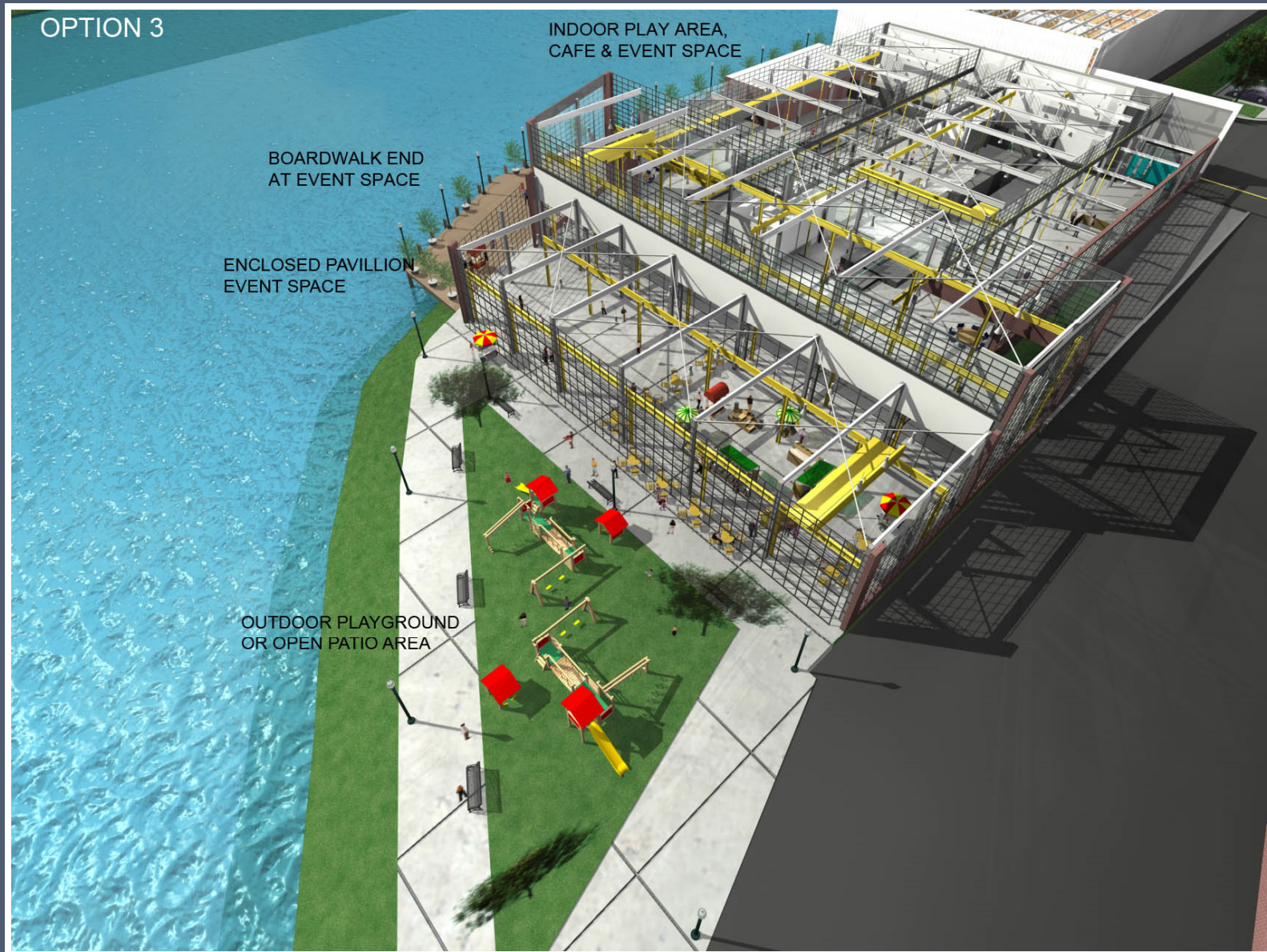


The District Bar &
Grill



The Dollar Tree at
Jefferson & 3rd





Ingersoll Sports Facility



RAEDC Regional Diversification Plan

Strategy 2B.3: Consider using incentives to attract a destination project (design/visual arts school, hotel/restaurant/retail complex, etc.) that can serve as a catalyst to spur a greater level of activity along the downtown riverfront.



Larson & Darby
Architects Engineers
Interior Looking North

Ingersoll Sports Facility



Amerock Hotel

- Feasibility study in process with Gorman & Co.
- Mixed use project including a hotel, conference center, and retail space
- Will utilize federal & state historic tax credits
- Reclaiming First partnership & rebuilding of Ingersoll bring consideration of the project closer to a reality

Readiness Rocks!

ROCKFORD

PUBLIC SCHOOLS



Alignment Rockford

Supporting our public schools



The City University Network

- Flipped Classroom: Redesign of our public ***high schools*** to emphasize experiential and contextual learning
- Flipped College: Emphasize the experience outside of the traditional ***college/university*** classroom where students are learning from other students or an employer



The City University Network

- We can carry the Alignment Rockford approach to college students
- We're building off employment strengths and inviting education partners to join us



The City University Network

- We have over 12,000 enrolled students taking college & other post-secondary course work
 - Rock Valley College
 - Rockford College
 - University of Illinois College of Medicine
 - Northern Illinois Rockford
 - St. Anthony School of Nursing
 - Upper Iowa University
 - Embry Riddle
 - Judson University



Multi-College Campus Concept



Rock Valley College







City University Network

- The Illinois Institute for Public Safety
 - Training center for Rockford Police & Fire personnel
 - Integrate Police & Fire Explorer programs
 - Incorporate student training for high school & college age residents
 - Provide students with mentoring & hands-on training with Police & Fire
 - Assist in developing workforce capacity, improving recruiting & diversity successes



Illinois Institute for Aviation & Aerospace



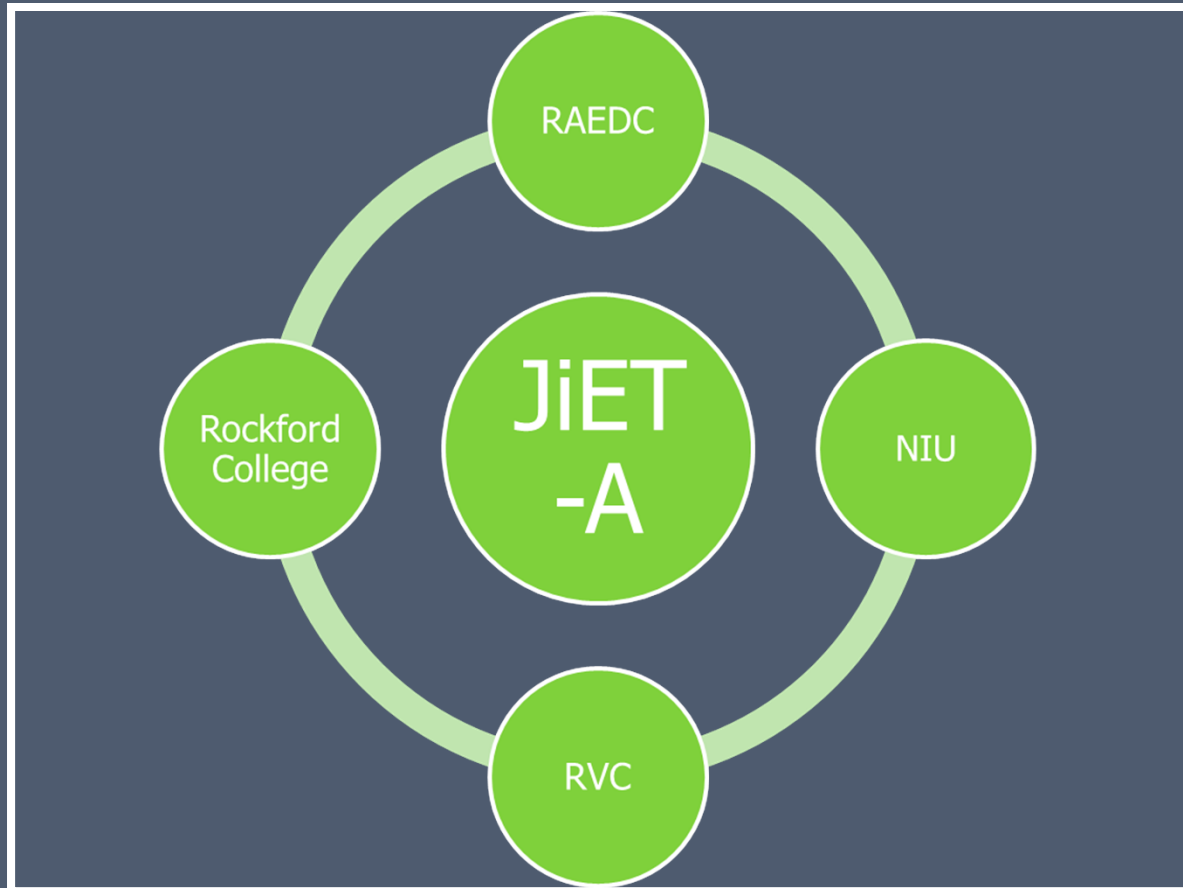


RAEDC Regional Diversification Plan

- Strategy 4A.4: Provide continued support for the JiET-A (Joint Institute of Engineering & Technology/Aerospace) public-private training program to ensure its success in expanding the Rockford region's pipeline of future skilled aerospace workers.

JiET-A is another impressive partnership between business and education developed under the leadership of the RAEDC.

RRSTAR.COM EDITORIAL
Posted May 24, 2012 @ 11:47 PM





The Center for Health, Wellness & Technology

- Future location at the Barber-Colman Campus
- Builds from local healthcare strengths & our planned physical investment in area
- Allows for proactive management of employee wellness





RAEDC Regional Diversification Plan

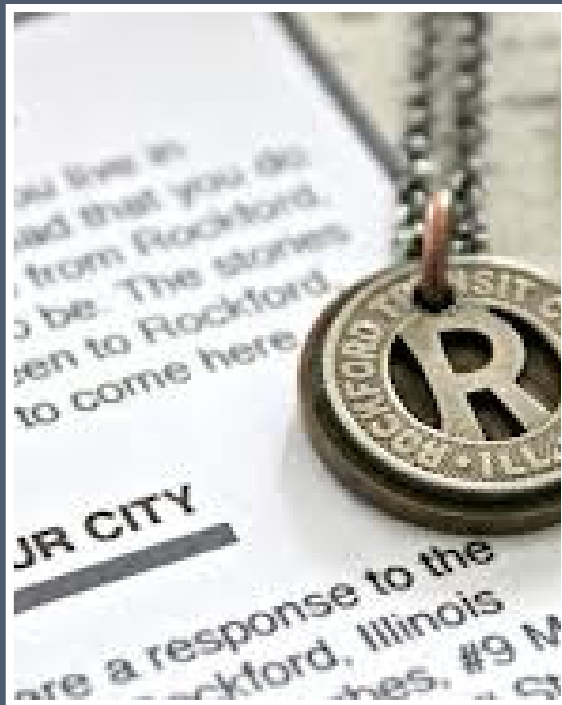
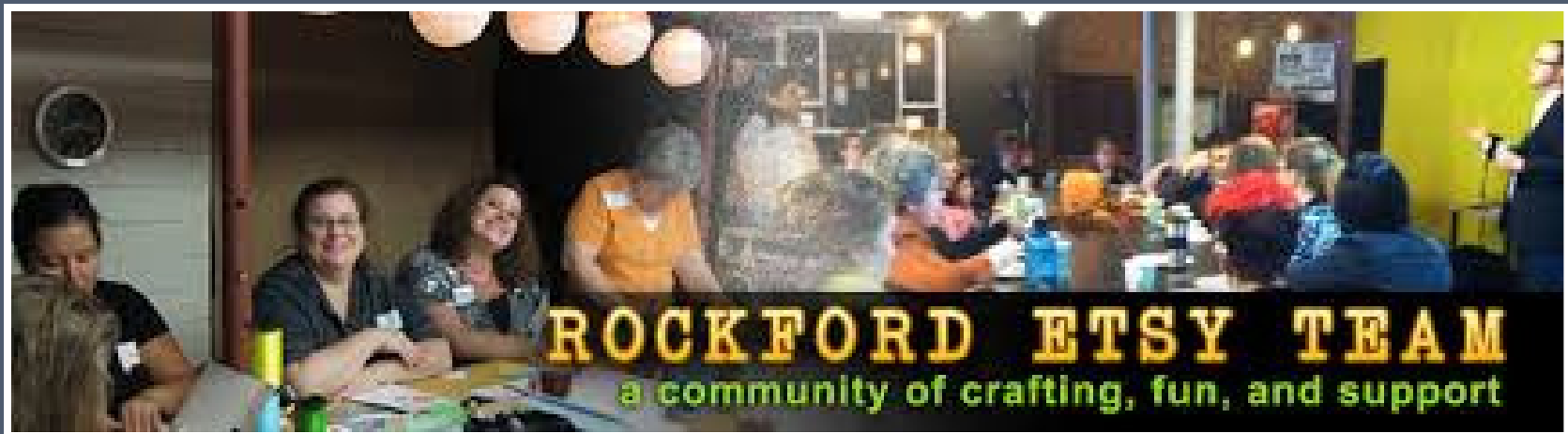
- Strategy 4B.1: Work with the Rockford region's business, government & community leaders to fund the development or attraction of a design school into downtown Rockford
- Strategy 4B.2: Integrate design curriculum in the Rockford region's K-12 schools as well as RVC and Rockford College & NIU Rockford to prepare the region's future workforce for the design industry
- Strategy 4B.3: Establish and support the growth of a mixed-use "Design District" in the zone immediately surrounding the new design school in downtown Rockford that concentrates the region's design-related educational facilities, provides incubator & prototyping space, houses design studios & office space & provides live-work housing opportunities for design professionals





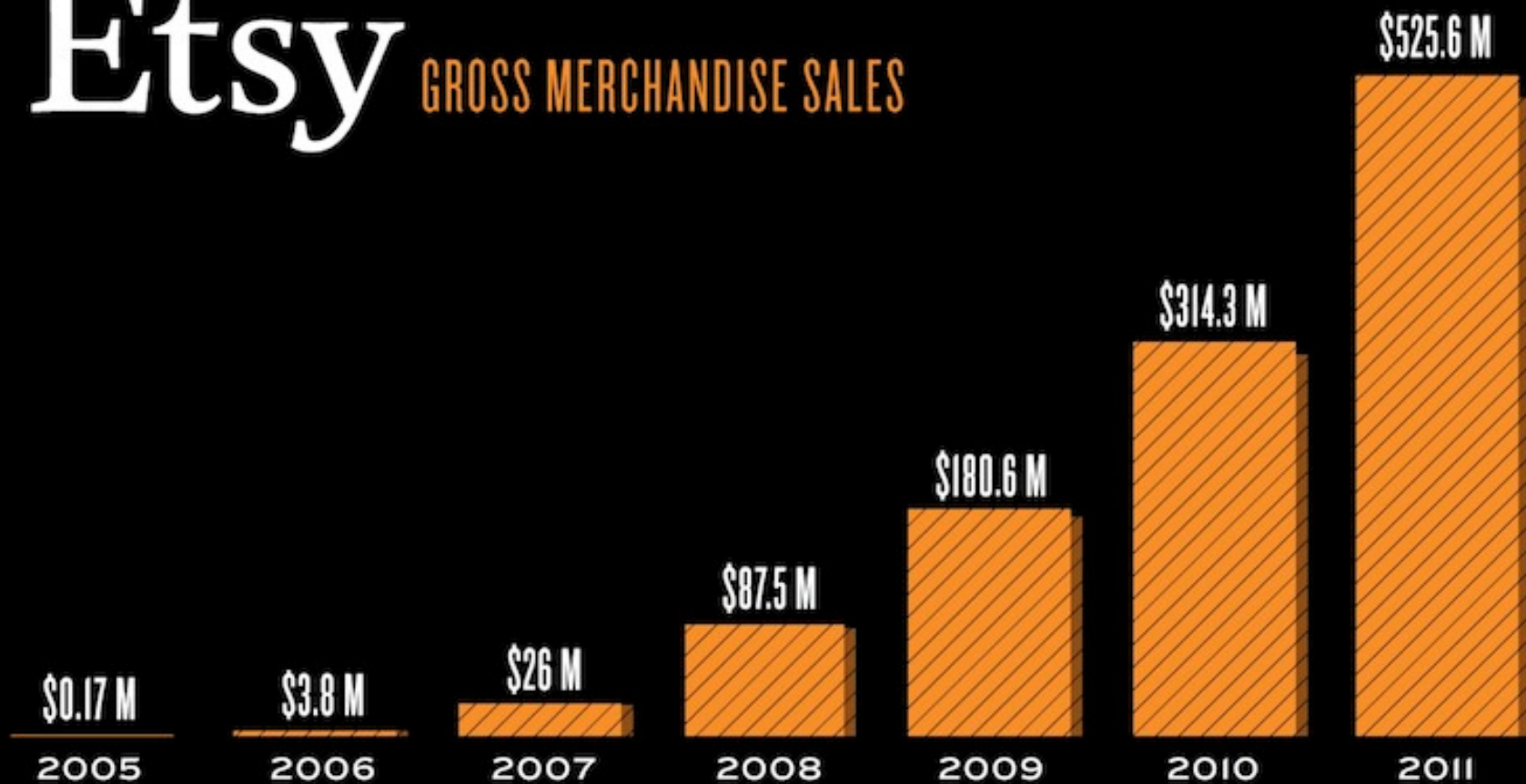
RAEDC Regional Diversification Plan

- Strategy 1B.1: Work with the region's public K-12 schools, EIGERlab & RVC Small Business Development Center to integrate stronger business curricula (especially entrepreneurship & international business) & junior achievement programs in the region's schools



Etsy

GROSS MERCHANDISE SALES

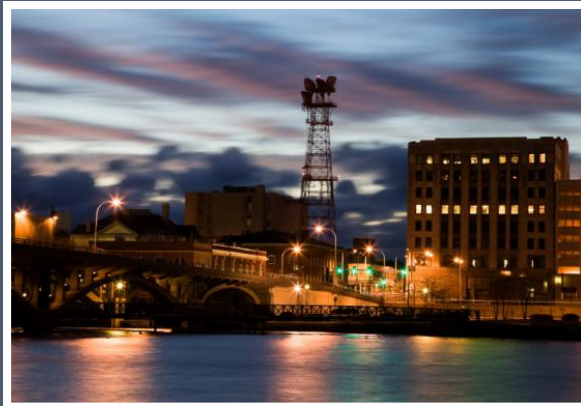
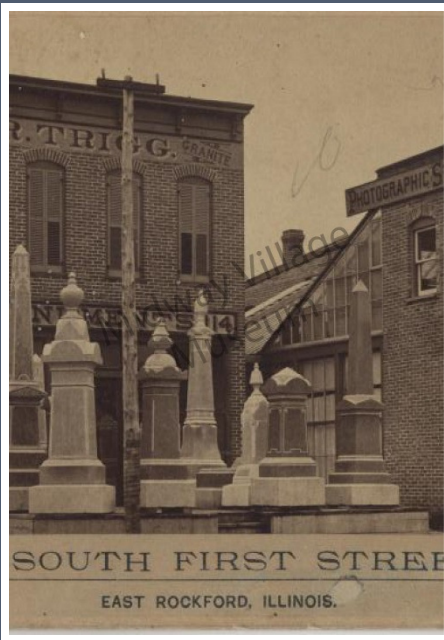
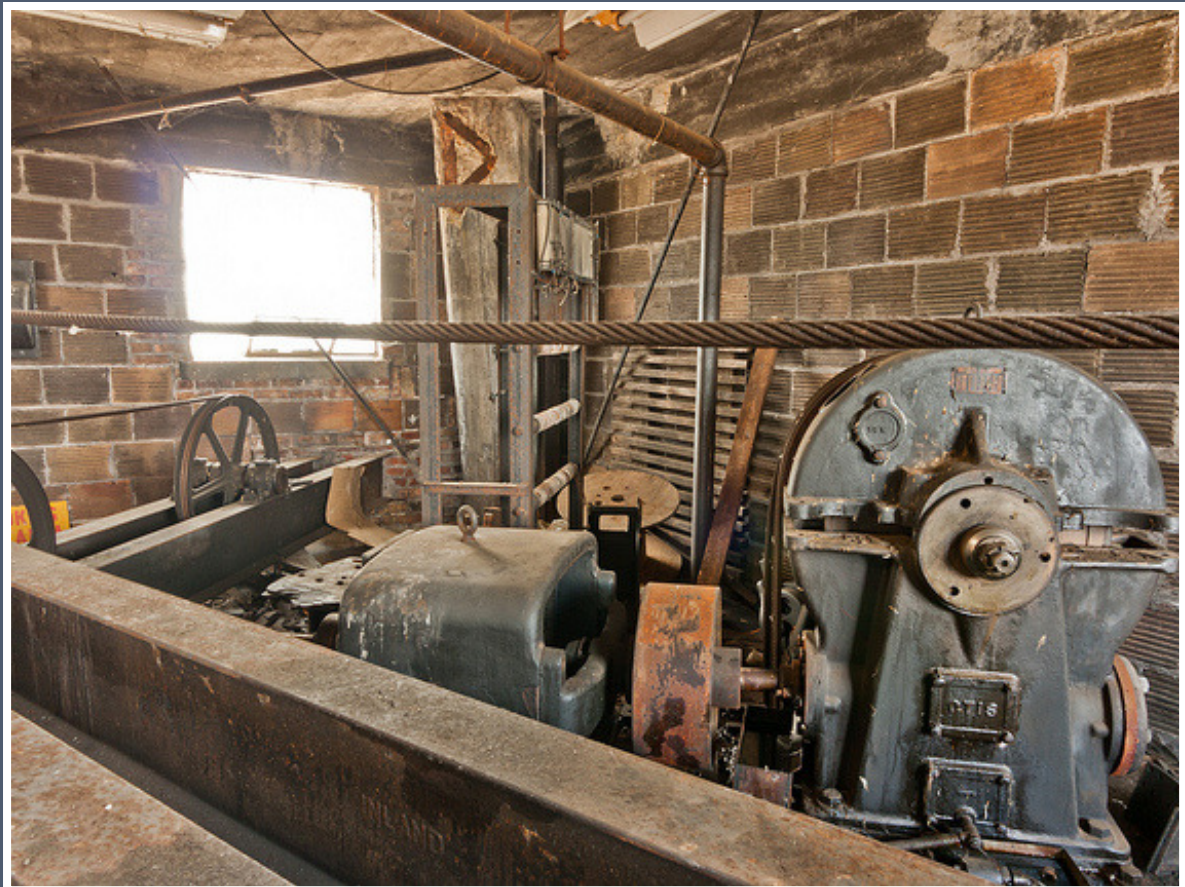


ETSY Annual Sales



ETSY Partnership

- Develop entrepreneurship curriculum
- Utilize ETSY sales platform as a living lab





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THANK YOU